

PERS 79-5924

28 September 1979

MEMORANDUM FOR: Director of Central Intelligence
Deputy Director of Central Intelligence

STATINTL

FROM: [REDACTED]
Special Assistant to the DDCI

SUBJECT: DCI/DDCI Presentation at the Senior
Intelligence Service Conference

1. It is requested that the DCI and the DDCI attend the Senior Intelligence Service Kick-Off Conference at 1000 hours, Thursday, 18 October in the CIA Auditorium. The Senior Intelligence Service will go into effect 1 October 1979. The DCI will have sent a letter (next week) to all supergrades eligible for membership asking them to make a decision by 1 November. Specific details will have been provided to each supergrade by the Office of Personnel. All supergrades will therefore have had a chance to read the details of the new system by the 18 October meeting.

2. The meeting in the auditorium will serve the purpose of having the DCI and the DDCI orally present to Agency supergrades the purposes, intent, philosophy and policy aspects of the Senior Intelligence Service. After their presentation there will be a more detailed briefing by the Director of Personnel and his staff followed by questions and answers.

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APPROVED:

/s/ Stansfield Turner

Director of Central Intelligence

DATE

STATINTL SA/DDCI/ [REDACTED] (28 Sep 79)

Distribution:

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1 - Approved For Release 2002/01/08 : CIA-RDP89-01114R000300090023-0

Possible Questions on SIS

1. Q--What is the role of the Deputy Director in the SIS award process?
A--The Deputy Director has responsibility to make recommendations to the DDCI for awards. He will establish the mechanism for considering award recommendations from subordinate managers and provide guidance to the directorate's Senior Resources Board (SRB). The SRB's recommendations will be considered advisory to the Deputy Director.
2. Q--Does a directorate Senior Resources Board have final approval of the directorates Operating Officials' recommendations or can the Deputy Director override the Board?
A--The Deputy Director can override the SRB's recommendations, which are advisory.
3. Q--How are the goals (objectives) of the directorates as a total unit evaluated?
A--The goals or objectives of each directorate or Career Service will be evaluated by the DDCI at directorate goal setting meetings.
4. Q--Where do the funds come from for awards/stipends?
A--The monies for the awards/stipends for FY-80 performance are contained in the FY-81 budget. It is expected that these awards will be paid in December 1980 or January 1981.
5. Q--By acting promptly and signing up for the SIS prior to 12 October 1979, did I possibly lose money?
A--No. Actions have not been cut on any of the elections and probably will not be until 1 November 1979. Consequently, no one will lose money.
6. Q--Will the names of recipients and amounts of awards/stipends be published.
A--The Executive Committee made the decision not to publish award information for the first year. The Office of Personnel Management is publishing a bulletin encouraging all agencies to publish the names of awardees and the amounts received. There are pros and cons to publishing; the major pro is that it may help prevent abuses of the system, an expressed concern of junior officers. A major con is that it may result in morale problems. Industry does not publish awards. The SIS Support Staff will study this issue during the first year of operation and make a recommendation to the Executive Committee regarding future publication of award winners.

7. Q--Why were GS-15s in SIS positions not asked to join?

A--Because we have more positions that have been classified SIS (SG) than we have SIS (SG) ceiling. In addition, the move from GS-15 to SIS (SG) is a promotion and should be so considered.

8. Q--Is there any supergrader who would not benefit in monetary terms by conversion to SIS?

A--Those in GS-16/step 1 who elect SIS membership will convert to SIS-1 at \$47,889 (their present salary) and will not be eligible for a periodic step increase after one year in grade. Their base pay will increase only by promotion to a higher SIS level or by legislative or executive increase of the SES pay levels.

Those in GS-16/step 2 (\$49,485) will convert to SIS-2 at \$49,499 (a \$14 increase). They will not be eligible for a PSI to \$50,112.50 after a year at GS-16/2. Their base pay will increase only by promotion to a higher SIS level or executive or Congressional increase in the SES pay levels. It should be emphasized that this latter constraint applies to all SIS members. All SIS members will compete for monetary incentive awards.

9. Q--Will the establishment of the SIS help or hinder interdirectorate transfers? It would appear that someone working in another directorate would be at a competitive disadvantage for awards, both with his peers in his "home" directorate and those in his new directorate.

A--Top management has strongly supported the concept of interdirectorate transfers. They can be expected to press us to come up with guidelines and criteria for accomplishment which will permit such transferees to be able to compete effectively for awards.

10. Q--Does the 50 percent limit on awards include the Meritorious and Distinguished Officer stipends?

A--No. Theoretically, an officer could win either the Distinguished Officer Award (\$20,000) or Meritorious Officer award (\$10,000), and not receive one of the Class A, B or C awards. In practice, we would expect these special award winners to be selected from among those nominated for Class A awards. Since the new pay cap (\$52,750 for SIS-6 and \$50,112.50 for other SIS levels, a 20 percent award would exceed \$10,000. Thus Meritorious Officer and Distinguished Officer stipends could be granted on top of a Class award. However, total compensation (salary, award and stipend) may not exceed cabinet-level pay (\$60,600).

11. Q--Will an SIS member know whether he has been recommended for a performance award? If not, why not?

A--No. Initially at least, this recommendation will not be shown to the individual. This is already the procedure for promotion recommendations.

12. Q--Will there be a separate retirement system for SIS?

A--No.

13. Q--Do SIS leave accumulation entitlements start with the (1979) leave year?

A--Yes.

14. Q--If an individual currently PRA'd in a position below his GS rank joins SIS, will he be reassigned from that position short of tour because of PRA status?

A--No. The PRA system will continue under existing rules.

15. Q--Is there any advantage to staying under the current system?

A--Any advantage would be minimal and short range, for those in GS-16 step 1 or 2, who prefer the near certainty of PSI progression up to the pay cap rather than the chance for competitive awards.

16. Q--What happens if an individual leaves the Agency in less than two years after a sabbatical?

A--Procedures will have to be worked out on service agreements and penalties.

17. Q--Will those nominated for the Distinguished and Meritorious Officer Stipends who do not receive them be top contenders for performance awards?

A--Yes.

18. Q--Will there be further guidance coming out on the AWP.

A--Yes. Supplemental guidelines are being developed.

19. Q--Can you give us more information on what one might do during his/her sabbatical year and whether it would be routinely authorized or somewhat limited?

A--Criteria will be developed for sabbaticals.

20. Q--If a person gets a bonus of \$10,000, does this count toward computing his high three for retirement?

A--No.

21. Q--Can you explain the class award schedules (page 11 of the brochure)?

A--The ceiling percentages add up to 100%. That means 100% of the 50% eligible for class awards. The table is intended to show the initial distribution of awards among the 50%. Funds were requested in the FY-81 Agency budget for awards in this distribution pattern.

25. Q--When will the sabbaticals begin? Are there any constraints on what one can do while on sabbatical?

A--The guidelines for sabbaticals have not yet been developed, but will be developed in the near future. Obviously there will be some constraints on what one can do while on sabbatical. There must be some gain to the Agency as well as the individual. Hopefully, we can come up with criteria that will serve both.

26. Q--The paperwork burden of the SIS will be much greater than that of the system it replaces. How will the Agency's senior managers find time to tend to this paperwork when they are often in arrears with the current system?

A--We are all concerned about placing additional burdens on senior managers in implementing the SIS. Hopefully we can build on our present procedures and systems rather than starting from scratch. But the new SIS system is based on rewarding some senior officers more than others, and will require more time and attention. We consider this a key role of management at all levels. The crucial element may be not the amount of additional paperwork involved, but our success in clarifying some measurable standards of performance.

27. Q--Are SIS cash awards and stipends each year limited by congressional ceilings on federal salary? That is, if an individual's salary is already at the Congressional ceiling, can he also receive merit cash awards?

A--Yes, to both questions. An individual's salary will continue to be limited by the Congressional "pay cap", which is currently \$50,112.50 for SIS-1 through 5, and \$52,750 for SIS-6. Total compensation (salary award and stipend) may not exceed \$69,600, the current ceiling for cabinet-level officials.

28. Q--How do awards and stipends affect retirement annuity?

A--These have no effect. Annuities will continue to be computed on base salary.

29. Q--Will there be any supergrade, non-SIS positions available in the Agency?

A--No.

22. Q--To what extent is the SIS designed to compensate for grade compression? Will SIS-4s and 5s generally get higher awards?

A--That is a good question and a tough one. The SIS is not designed to compensation for executive salary grade compression. Such compression is due to the pay caps imposed by the Congress on all executive agencies including CIA. The performance awards and stipends are intended to encourage and reward excellence at all levels of the SIS. Thus an SIS-1 may win the \$20,000 Distinguished Officer Award over more senior SIS officers if his/her accomplishments are rated higher. At the same time senior management must take into account that higher SIS levels are given progressively greater and more complex responsibilities, and their accomplishments should be judged accordingly. The criteria for distribution of awards has not yet been determined. We in top management, however, are committed to come up with a system which will operate fairly both with respect to both senior and more junior SIS members.

23. Q--Differentiating among the large group of employees in the middle percentiles of performance has always been quite subjective and difficult to defend in any rigorous way. Now, because of the 50% limitation on the number of SIS'ers receiving performance awards, this differentiation becomes a matter of dollars. How are we going to be any more rigorous in our evaluation of our average employees now than in the past?

A--The selection of individuals for the various awards will indeed be a difficult undertaking, and those people left out are likely to be disappointed. We will need more precise performance standards and work objectives than have been used heretofore.

24. Q--If an individual feels he deserves an award and doesn't get one, what recourse does he have?

A--Discretionary awards (including SIS awards) are exempted from formal grievance procedures. As in the case of promotions, the AWP, PAR and award process should provide feedback to individuals on what is expected of them and how successful they were in fulfilling those expectations.

30. Q--If a supergrade officer elects not to join SIS, will he be downgraded?
Can he be assigned to SIS positions indefinitely?

A--No. Policy on the future assignment of non-SIS supergrades will be at the discretion of the DCI.

31. Q--Will the advent of the SIS affect the Agency's flexibility in detailing CIA officers to duty with other agencies and departments?

A--It should not. However the SIS system will have to take into consideration how such detailee will be competitively rated during their period of detail.

32. Q--Will the basic pay of the SIS be limited to the rate of pay for Level V of the Executive Schedule?

A--Yes. SIS-1 through 5 will be so limited (at \$50,112.50). SIS-6 is limited at \$52,750.

33. Q--Is the conversion table from GS to SIS consistent with that from GS to SES?

A--Yes.